



## Minutes

**Meeting:** E20 Stadium LLP Board

**Date:** 4 February 2022

**Location:** Microsoft Teams

**Time:** 10:00-12:00

### Member Representatives Present:

Nicky Dunn (Chair, LLDC)

Keith Edelman (LLDC)

Shanika Amarasekara (LLDC)

Gerry Murphy (SELH)

### Attendees:

Graham Gilmore, Chief Executive, London Stadium

Darren Raczkowski, Operations Director, London Stadium

Peter Swordy, Director of Health, Safety and Compliance, London Stadium

Ashish Sharma, Chief Financial Officer, London Stadium

Alan Skewis, Head of Capital Projects, London Stadium

Gary Bell, Head of Commercial, London Stadium

Ed Stearns, Director of Marketing and Communications, LLDC

Nathan Homer, Chief Commercial Officer, E20 Stadium LLP

Richard Irish, Director of Finance, LLDC

David Bellamy, Mayor's Chief of Staff, GLA

Lyn Garner, Chief Executive, LLDC

Gurpreet Dehal, future E20 Board member

Milena Harris, Head of Legal, E20 Stadium LLP

Phil Mead, future E20 Board member

[REDACTED], Commercial Officer, LLDC (Secretariat)

### Apologies:

Mark Camley, Executive Director, Park Operations and Venues, LLDC

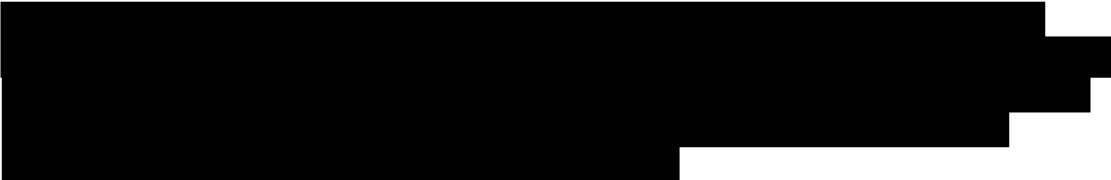
## 1. Welcome and minutes of the previous meeting

- 1.1. The Chair welcomed members to the Board and noted apologies from Mark Camley.
- 1.2. The Board **APPROVED** the minutes of the previous meeting held on 30 November 2021.

## 2. Actions from the previous meeting and matters arising

- 2.1. The Chair reviewed the open actions and noted that they had since been closed.
- 2.2. The Board **NOTED** the action table.

### 3. Health and Safety Report

- 3.1. Peter Swordy presented the Health and Safety report to the Board and highlighted the following:
  - 3.1.1. Plan B restrictions had been lifted on 27 January 2022. The safety measures put in place at the Stadium during this period had been successful and Peter noted that good collaborative work with WHU officers took place with Covid checks at matches.
  - 3.1.2. There had been an instance of 2 members of LS185 staff contracting Covid whilst working in the same office space, which had been reported as a RIDDOR.
  - 3.1.3. There had been very low accident rates in the period, the frequency of which is significantly below the national average (74 per 100k working hours). Phil Mead noted that this would be an appropriate baseline figure for LS185 to report back on in the future. The Board agreed this view.
  - 3.1.4. David Bellamy asked whether the fan behavior and steward training levels had bettered since the last meeting in November 2021. Peter confirmed that there had been signs of improvement as there had been less “mass disorder” in the last quarter, as well as steward training progressing well.
- 3.2. 
- 3.3. Lyn Garner requested Premier League incident numbers to be included in future reports. **[Action: Peter Swordy]**
- 3.4. Lyn Garner further noted that she had been invited to attend WHU v Leeds to observe match day operations and reported that it was a very valuable experience with fantastic insight and encouraged other members of the Board to attend similar sessions.
- 3.5. The Board **NOTED** the Health and Safety Report.

### 4. CEO Report / Covid-19 Update

- 4.1. Graham Gilmore presented the CEO Report to the Board and highlighted the following:
  - 4.1.1. **Covid-19:** There had been minor outbreaks at LS185. Staff had been encouraged to return to the office/Stadium following the lift of the work from home order imposed in mid-December.
  - 4.1.2. **Operations:** The Stadium had hosted their first Boxing Day fixture, which saw 26k attendees with no incidents. There had been a record number of away fans (c9k) at the Leeds match.
  - 4.1.3. **Pitch:** Graham thanked the Board for their input on the decision to re-stitch the pitch at the last meeting. The results are excellent and the pitch is now in

an immaculate condition. WHU had continued with pre-match training which drives additional revenue to offset these costs.

- 4.1.4. **SAG/Increased Capacity:** Work had been ongoing on the migration in block 114 including ticket checks. WHU had been challenged to address the persistent standing in block 217 as well as poor fan behavior, particularly considering the increased capacity license request.
- 4.1.5. **WHU:** WHU are no longer part of the Caribou Cup. The Covid testing zone is still in place and reviewed on a weekly basis. Europa fixtures continue in March. There had been an instance of severe disorder in areas of the Leeds match, though there was a significant police presence. There had been a consistent run of match commanders which the team reported to be very helpful in mitigating poor fan behavior.
- 4.1.6. [REDACTED]
- 4.1.7. [REDACTED]
- 4.1.8. **LMCT:** The LMCT pitch is showing a high level of wear and tear and is generally in poor condition, associated with high usage. Ongoing conversations are taking place in efforts to mitigate this, which may include restrictions on use.
- 4.1.9. **Procurement:** Ashish Sharma highlighted that the completion of procurement on event day barriers will achieve significant savings in the next budget. Discussions followed on the procurement of merchandisers and how best to capitalize on this. The Board agreed Gerry Murphy and Phil Mead would take this discussion offline to ascertain if NEC approach could offer any guidance on how LLDC may consider these areas in a more flexible manner and report back with any significant findings. **[Action: Gerry Murphy / Phil Mead]**

4.2. The Board **NOTED** the CEO update.

## 5. Quarterly Finance Update

- 5.1. Ashish Sharma presented the Quarterly Finance Update to the Board and noted the key highlights as at 31 December 2021 (Quarter 3):
  - 5.1.1. The latest forecast of the total E20 Group EBITDA loss is £5.3m adverse to the 2021/22 budget, which is a £0.2m increase on the position reported at the last Board meeting on 30 November 2021. This was due to:
    - 5.1.2. £0.1m on the Leeds FA Cup match. There was an increased away fan capacity as regulated by the FA, meaning segregation costs had increased.
    - 5.1.3. £0.1m on Westfield egress, traffic management and stewarding costs, which were twice the anticipated cost.

5.2. [REDACTED]

5.3. The Board **NOTED** the Quarterly Finance Update.

## 6. 2022/23 E20 Group Budget – Updated

- 6.1. Richard Irish presented the 2022/23 E20 Group Budget to the Board and noted that the suggestions at the previous meeting on 30 November 2021 had been addressed and incorporated into this report. The mitigations requested are set out within the paper and Richard noted that this budget had been included within the LLDC budget, currently in review after being submitted to the GLA.
- 6.2. The Board **APPROVED** the updated 2022/23 E20 Group Budget.
- 6.3. The Board **NOTED** the key risks to the 2022/23 budget as outlined in section 7 of the report.



## 8. Stadium Capital Investment and Lifecycle 2021/22 – Quarterly Update

- 8.1. Alan Skewis gave an update on the E20 Group capital projects and lifecycle investment at the end of Quarter 3 and made the following highlights:
- 8.1.1. The overall forecast remains within the approved budget. There are pressures on certain projects, partially offset by deferring projects and achieving savings.
  - 8.1.2. There had been significant movement on the West Stand replacement project, details of which can be found at appendix 3 of the report.
  - 8.1.3. Phil Mead thanked Alan for his work on detailing the spend-to-save projects as requested at the last meeting and encouraged the team to continue to review whether further projects should be considered given successes so far.
- 8.2. The Board **NOTED** the quarterly Capital Investment and Lifecycle update.

## 9. West Stand Update

- 9.1. Alan Skewis gave a verbal West Stand update and noted that the project was on track with both timings and budget. February and March are due to be very busy months for the project with significant work on designs and prototypes taking place. Alan noted that the contractor, ESG, had offered valuable engagement, knowledge and practical solutions.
- 9.2. The Board **NOTED** the verbal West Stand Update.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**11. AOB**

11.1. There was no other business.

The meeting concluded at 11.55pm